

2020-2021-2022 THREE-YEAR CAPITAL PROGRAM and 2020 OPERATING BUDGET

Public presentation
Thursday, September 26, 2019



Contents

• Borough Map	Page 3
• 2020-2022 THREE-YEAR CAPITAL PROGRAM	Page 4
• 2018 Achievements	Page 5
• 2019 Projects	Page 6
• Planning 2020-2021-2022	Page 7
• 2020 OPERATING BUDGET	Page 13
• Budget guidelines	Page 14
• Budgetary challenge	Page 15
• Funding available for 2020	Page 21
• Summary	Page 27
• APPENDICES	Page 30

Borough of Côte-des-Neiges-Notre-Dame-de-Grâce

Population: 166 515
 Average age: 38 years
 Average income: 38 937\$ / year
 Cultural diversity: 135 spoken languages
 Area: 21,4 km²
 Residents/km²: 7766,8 residents
 Number of parks and green spaces: 36
 Street length: 240,4 km
 Sidewalk length: 397 km



* Statistiques Canada 2016





attachant

2020-2021-2022 THREE-YEAR CAPITAL PROGRAM

2018 Results

- ❖ Further work in the Triangle and development of a new park
- ❖ Expansion of the De la Savane park chalet and creation of a community garden
- ❖ Creation of a new soccer field at Loyola park
- ❖ Redevelopment of Place de Darlington's dog park
- ❖ Universal accessibility works at Confédération park
- ❖ Transformation of the wading pool into a water play park at MacDonald park
- ❖ Rehabilitation of brickwork at the Côte-des-Neiges community recreational centre
- ❖ Replacement of 1,560 lead water service lines



2019 Projects

- ❖ Finalization of work in the Triangle sector and redesign of De la Savane park
- ❖ Installation of curb extensions near five schools
- ❖ Redesign of the NDG dog park
- ❖ Replacement of soccer nets at Loyola and Martin-Luther-King (Kent) parks
- ❖ Renovation of Bureau Accès Montréal and construction of a new Borough Council room
- ❖ Replacement of windows at the Notre-Dame-de-Grâce community and the Manoir centre
- ❖ Installation of a cricket field at Van Horne park
- ❖ Pedestrian street project on rue Jean Brillant
- ❖ Rehabilitation of 10 km of pavement, 20 km of sidewalks, and 1,144 lead water service lines





2020-2021-2022 Three-Year Capital Program

2020	2021	2022	TOTAL
\$6,830,000	\$6,830,000	\$6,830,000	\$20,490,000



2020-2021-2022 Three-Year Capital Program

Program	2020	2021	2022	Total TYCP
Total: Buildings	\$2,365,000	\$2,645,000	\$2,730,000	\$7,740,000
Total: Parks	\$1,265,000	\$985,000	\$900,000	\$3,150,000
Total: Replacement of urban furniture	\$100,000	\$100,000	\$100,000	\$300,000
Total: Public works	\$3,100,000	\$3,100,000	\$3,100,000	\$9,300,000
TYCP	\$6,830,000	\$6,830,000	\$6,830,000	\$20,490,000

Building Program

Building Projects	2020	2021	2022	Total TYCP
NDG community centre and Manoir centre (locker rooms, stands, supralocal dojo)				
Trenholme sports centre (water infiltration, windows and heating system)				
Loyola and Walkley community centres				
NDG library and cultural centre (renovation of activity room and storage room)				
CDN library and cultural centre (ventilation and upgrading)				
Intercultural library (redesign of ground floor)				
Madison building (renovation of first floor)				
NDG sports centre				
Total: Buildings	\$2,365,000	\$2,645,000	\$2,730,000	\$7,740,000

Park Program

Park Projects	2020	2021	2022	Total TYCP
Development of Westbury park: Armstrong project				
George-St-Pierre park (installation of paths, lighting and universally accessible furniture)				
Coffee park: new water play parks				
Somerled park: chalet				
Van Horne park: chalet				
William Bowie park: chalet				
Roof repair of park chalets				
Benny skate park				
Dog parks (dog runs)				
Total: Parks	\$1,265,000	\$985,000	\$900,000	\$3,150,000



Street Furniture and Road Repair Program

Projects	2020	2021	2022	Total TYCP
Replacement of street furniture	\$100,000	\$100,000	\$100,000	\$300,000
Road repair program				
Minor sidewalk repair program				
Traffic calming measures				
Street sumps repair				
Total: Public Works	\$3,100,000	\$3,100,000	\$3,100,000	\$9,300,000



Corporate Financial Support for 2020-2021-2022

Programs/Corporate Programs	Approved Funding
Local park repairs and greening	\$4,569,700
Le Triangle project	\$1,035,000
Launch of self-service library system	\$1,000,000
Library renovation, expansion and construction (RAC)	\$825,000
Outdoor sports facilities	\$785,000
Protection of buildings under local authority: park chalets	\$742,000
Municipalité amie des aînés (MADA) (seniors' program)	\$1,193,800
Financial aid program for development of urban active transport (TAPU): Québec Government grant	\$641,800
Financial support for municipal garages	\$620,900
Supralocal facilities program	\$438,600
TOTAL: Corporate Funding Planned	\$11,851,800

2020 Operating Budget

Borough Budget Guidelines

- ❖ 1.0% indexing of central transfer budget envelope
- ❖ Ending the borough funding reform program
 - Updating parameters
 - Increasing transfers for snow removal, parks and libraries: amounts awarded over 2 years
 - Adding credits for locally ordered snow loading
- ❖ Permanent funding for the pension plan transitional measures budget

2020 Budgetary Challenge (Details)

❖ Workforce indexing (2019 base year)	(\$407,900)	(\$923,500)
❖ Integration of permanent positions created in 2019	(\$515,600)	
❖ <u>Interunit charges and contracts</u>		
❖ Road marking and street signs	(\$48,600)	
❖ Contracts (PW and SPCA)	(\$26,400)	\$176,600
❖ Additional snow loading	(\$44,700)	
❖ Urban agglomeration towing transfer	296,300	
❖ <u>Property billings</u>		
❖ Maintenance and security	(\$44,700)	
❖ Energy	(\$22,500)	\$111,200
❖ Rent	\$178,400	
❖ Dedicated budget envelopes		
❖ Water management	(\$99,800)	(\$114,400)
❖ Waste management	(\$14,600)	

Subtotal (\$750,100)



2020 Budgetary Challenge (continued)

- ❖ Subtotal: 2020 budgetary challenge (\$750,100)
- ❖ Maintenance of temporary positions created in 2019 (\$560,000)
(4 temporary positions, 1 engineering position and
Décarie development position)
- ❖ Maintenance of banks of hours funded in 2019 (\$449,800)

Basic funding required

(\$1,759,900)

Additional Workforce Requirements for 2020

❖ Planning adviser - housing (affordable and social housing)	(\$105,100)
❖ Horticulture inspector	(\$80,000)
❖ Stage manager and conversion of two banks of hours	(\$58,000)
❖ Adjustments to Bureau Accès Montréal banks of hours	(\$49,900)
❖ Permit and inspection office agent: inspection support	(\$54,300)
❖ Temporary financial resource office agent	(\$54,300)
❖ Technical architecture agent (6 months)	(\$42,400)
Subtotal	(\$444,000)



Role of the Planning Adviser - Housing

- ❖ Link with local housing organizations
- ❖ Support technical resource groups
- ❖ Put in place an action plan to encourage the development of social and affordable housing in the borough
- ❖ Be in charge of new social and affordable housing projects such as BGB and 5010 Paré
- ❖ Monitoring the application of the inclusion by-law in the borough

Additional Requests for Other Expenditure Categories in 2020

❖ NDG pavilion	(\$60,000)
❖ Resident consultations	(\$35,000)
❖ Police cadets (two more)	(\$21,000)
❖ Aggregate and material adjustments	(\$100,000)
❖ DAUSE (urban development and services to business) adjustments	(\$60,000)
❖ Maintenance of the green roof	(\$20,000)
❖ Provision for maintenance work on buildings	(\$150,000)
Subtotal	(\$446,000)
Total for Additional Requests	(\$890,000)

2020 Budgetary Challenge

❖ 2020 basic budgetary challenge	(\$750,100)
❖ Maintenance of 2019 temporary positions	(\$560,000)
❖ Maintenance of banks of hours funded in 2019	(\$449,800)
❖ Additional workforce requirements for 2020	(\$444,000)
❖ Additional requests for other expenditure categories in 2020	(\$446,000)

Total to be Funded	(\$2,649,900)
--------------------	---------------



Funding Available for 2020

❖ Central transfers	\$858,500
❖ Local tax: 2% increase scenario	\$156,300
❖ Local revenues	(\$182 900)
❖ Savings in certain activities (electricity, etc.)	\$318,000
Subtotal	\$1,149,900
❖ Allocation of 2018 surplus voted at the June 2019 Borough Council meeting (CA1970168)	\$1,500,000
Total available funding	\$2,649,900

2020 Central Transfer Budget Envelope

2019 central transfers	\$53,237,000
Adjustments: Borough funding reform	
❖ 2019 transfer indexing (1%)	\$532,400
❖ Updating of parameters	(\$122,000)
❖ Increased central transfers	
• Libraries	\$380,100
• Snow removal	\$69,800
• Park	\$225,100
Transfers between business units	
❖ Transfer to the Service de concertation des arrondissements: Escouade mobilité (CM190767)	(\$72,900)
❖ Transfer to human resources department: respect for the person	(\$9,700)
❖ Technical adjustment of the Chauveau warehouse interunit charge	(\$30,400)
❖ Adjustment of Maxim'eau positions from water department	\$72,800
❖ Property invoicing: maintenance and security	\$44,700



2020 Central Transfers Budget Envelope (continued)

Other Adjustments

- ❖ Borough participation in funding transitional measures for pension plans (\$276,100)
- ❖ Funding for local snow loading (GDD# 1194631001) \$44,700

TOTAL ADJUSTMENTS \$858,500

2020 Central Transfers \$54,095,500



Local Tax

2019 Budget	\$9,170,200
-------------	-------------

Budget Variation

❖ Local tax indexing (2%)	\$183,000
❖ Revenues from real property growth	(\$26,700)
	<hr/>
	\$156,300

2020 Budget	\$9,326,500
-------------	-------------



Local Revenues

2019 Budget	\$3,431,900
-------------	-------------

	Budget Variation
❖ Indexing of fee-based services (2%)	\$62,700
❖ Increased budgetary base	\$11,600
❖ Special advertising sign tax	(\$7,200)
❖ Local towing revenues	(\$250,000)
	<hr/> (\$182,900)

2020 Budget	\$3,249,000
-------------	-------------

Savings from the Budget

	Budget Variation
❖ Power	\$200,000
❖ Active transportation	\$72,900
❖ Public notices	\$10,000
❖ Provision for contracts	\$35,100
Total Savings	\$318,000

Summary

Funding Available for 2020

Central transfers	\$858,500
Other savings	\$318,000
Local taxes	\$156,300
Local revenues	(\$182,900)
Allocation of surplus	\$1,500,000

Total Funding Available \$2,649,900

2020 Budgetary Challenge

Basic workforce	(\$923,500)
Charges and other expenditure categories	\$173,400
Maintenance of 2019 temporary workforce	(\$1,009,800)
<u>Subtotal</u>	(\$1,759,900)
Additional workforce for 2020	(\$444,000)
Other expenditure categories	(\$446,000)

Total Budgetary Challenge (\$2,649,900)

2020 Budget

	<u>2019</u>	<u>2020</u>	<u>Change</u>	%
Central transfers	\$53,237,000	\$54,095,500	\$858,500	1.6%
Taxation field (local tax)	\$9,170,200	\$9,326,500	\$156,300	1.7%
Local revenues	\$3,431,900	\$3,249,000	(\$182,900)	(5.3%)
Allocation of surplus	\$1,000,000	\$1,500,000	\$500,000	50.0%
TOTAL	<u>\$66,839,100</u>	<u>\$68,171,000</u>	\$1,331,900	2.0%
Person years	470.8	492.4	21.6	



2020 Financial Framework 2020-2021-2022 TYCP

QUESTIONS

COMMENTS

Appendices

Definitions

Person Year (PY)

Unit of measure corresponding to the number of employees, converted to full-time employees. Person years are calculated by dividing the number of hours worked by the number of hours normally included in a work year by job category.

Operating Budget

The operating budget applies to the management of day-to-day Borough business. It covers the cost of providing services and maintaining quality of life, including recreational activities, community services and waste pickup and hauling.

Three-Year Capital Program

The TYCP includes investment projects that the Borough plans for its territory over the next three years, including the maintenance of local roads, borough buildings, parks and community/sports facilities. Different funding sources are required for these investments, such as long-term loans.

Borough Revenues

Revenues from various fee-based services provided by the Borough, under regulations, including the issuance of permits, rentals of rooms and occupation of public property.

Service taxes

Fiscal field administered by the Borough and paid by property taxes. The services tax is one source of funding for the Borough's operating budget.

Municipal Budget Guidelines

- ❖ Tax increases limited to 2%.
- ❖ Eliminating the urban agglomeration's deficit
- ❖ Strategy to return to indebtedness ratios in line with the debt management policy
- ❖ Investing in public transit
- ❖ Investing in housing programs
- ❖ Increase transfers to the boroughs

Borough Administration

2020 Budget

\$2,954,300

Person Years

16.0

- ❖ Interfacing with the Borough Council, the administration and Ville Centre
- ❖ Guidelines, strategies, priorities and master plans
- ❖ Project planning
- ❖ Implementation of Borough Council decisions
- ❖ Internal and external borough communications, including Web platform
- ❖ Bureau Accès Montréal (BAM)
- ❖ Local economic development
- ❖ Environmental files



Administrative Services and Clerk's Office

2020 Budget

\$7,030,700

Person Years

42.7

- ❖ Office of elected officials
- ❖ Human resources management, including payroll and labour relations
- ❖ Prevention and administration of CNESST legislation
- ❖ Management of the borough's financial and material resources
- ❖ Support for Borough Council activities
- ❖ Judicial and legal support for the Borough Council and borough directions
- ❖ Management of records, the SEAO electronic invitation to tender system and access to document requests
- ❖ Renovation and development projects for buildings, parks, park chalets, recreational and sports facilities, etc.



Urban Development and Services to Business

2020 Budget
\$4,810,100

Person Years
40.0

- ❖ Urban plan and regulation of borough zoning
- ❖ Applications for construction and building alteration permits
- ❖ Housing inspection regulations, including efforts to eliminate substandard housing
- ❖ Consultations on urban planning and borough development
- ❖ Local borough housing development policies and action plans

Public Works

2020 Budget
\$30,983,500

Person Years
238.4

- ❖ Maintenance and cleaning of public property, public roads, bike paths and outdoor facilities
- ❖ Snow removal activities
- ❖ Waste collection, composting, and collection of recyclable materials
- ❖ Maintenance of the water and sewer system
- ❖ Trees and gardens on the public domain
- ❖ Maintenance and redevelopment of local roads, including traffic calming measures
- ❖ Public domain Inspection Regulations
- ❖ Street signs and parking regulations

Culture, Sports, Recreation and Social Development

2020 Budget
\$22,392,400

Person Years
155.3

- ❖ Services and activities in libraries and cultural centers
- ❖ Sports and recreational facilities, including swimming pools, wading pools, arenas, community centres and sports fields
- ❖ Partnerships with borough NPOs (financial contributions)
- ❖ Files related to Community and Social Development
- ❖ Recreational and cultural activities in parks and facilities (such as the Hors les murs project)



Expenditure Budget by Department

(In thousands of dollars)

Department	2018	%	PYs	2019	%	PYs	2020	%	PYs
Public works	\$29,792.2	46%	232.7	\$30,359.8	45%	230.6	\$30,983.5	45%	238.4
Culture, sports, recreation and social development	\$21,313.3	33%	151.8	\$21,840.0	33%	151.8	\$22,392.4	33%	155,3
Administrative services	\$6,828.8	11%	39.0	\$6,548.5	10%	39.0	\$7,030.7	10%	42.7
Urban development and services to business	\$4,212.7	7%	33.0	\$4,418.3	7%	36.0	\$4,810.1	7%	40.0
Borough administration	\$2,523.3	4%	13.4	\$3,672.5	5%	13.4	\$2,954.3	4%	16.0
Total	\$64,670.3	100%	469.9	\$66,839.1	100%	470.8	\$68,171.0	100%	492.4



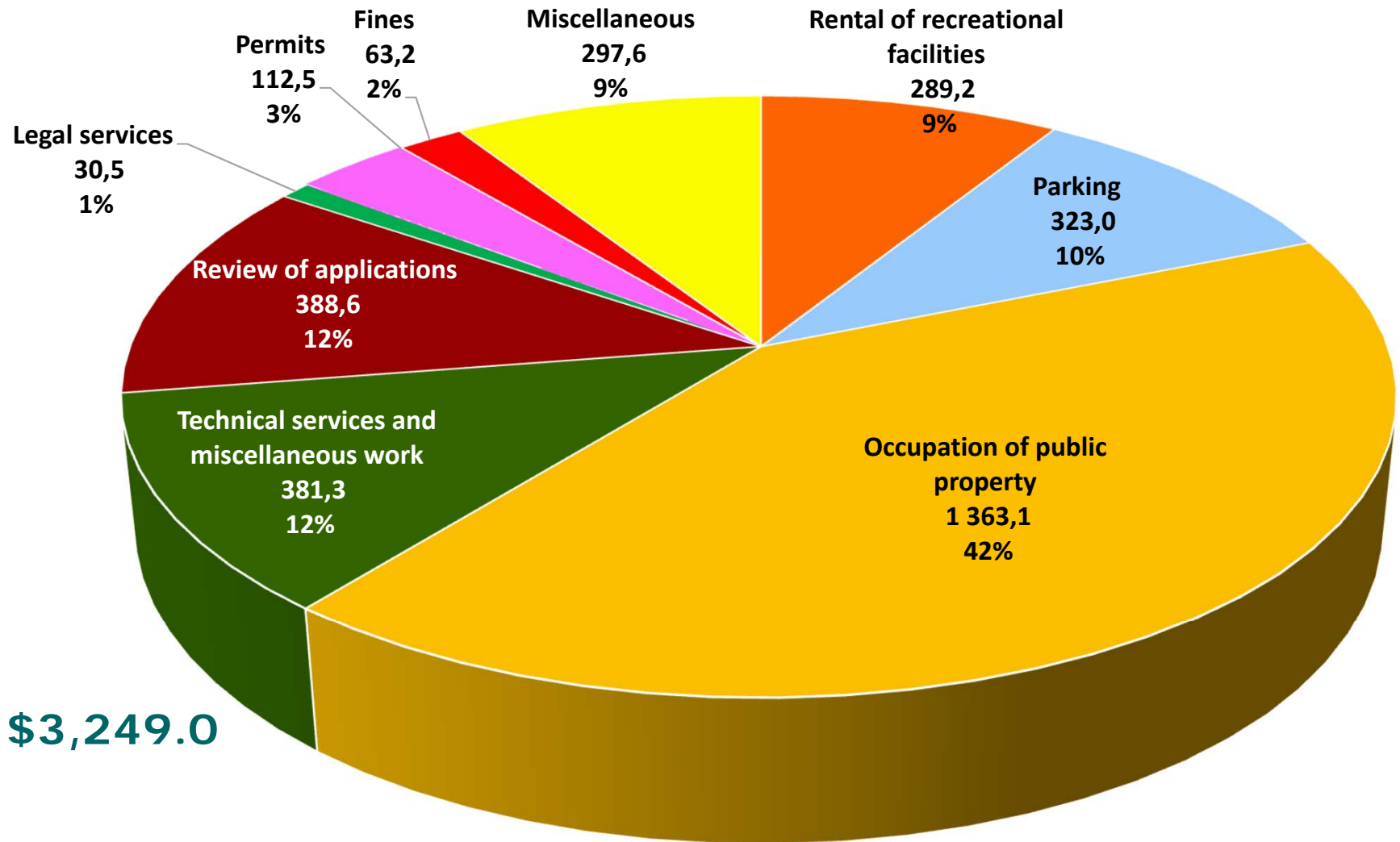
Revenues Budget by Department

(in thousands of dollars)

Department	2020 Budget
Public works	\$1,809,900
Urban development and services to business	\$609,300
Culture, sports, recreation and social development	\$474,500
Borough administration	\$355,300
Total	\$3,249,000

2020 Revenue Budget

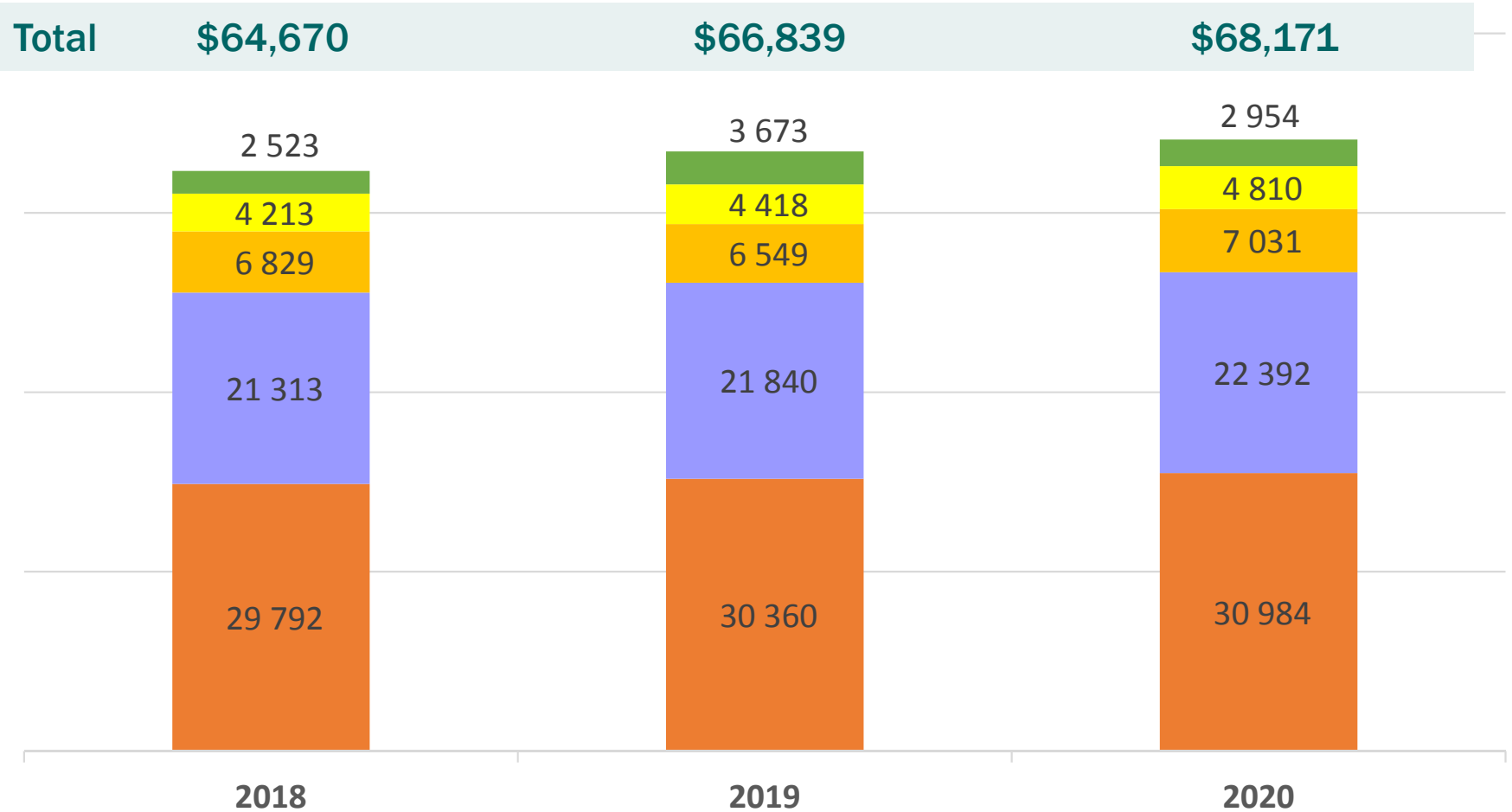
(in thousands of dollars)



Total: \$3,249.0

Breakdown of the Borough Budget

(In thousands of dollars)



Public works
Administrative services
Borough administration

Culture, sports, recreation and social development
Urban development and services to businesses

Budget by Department

(In thousands of dollars)

